



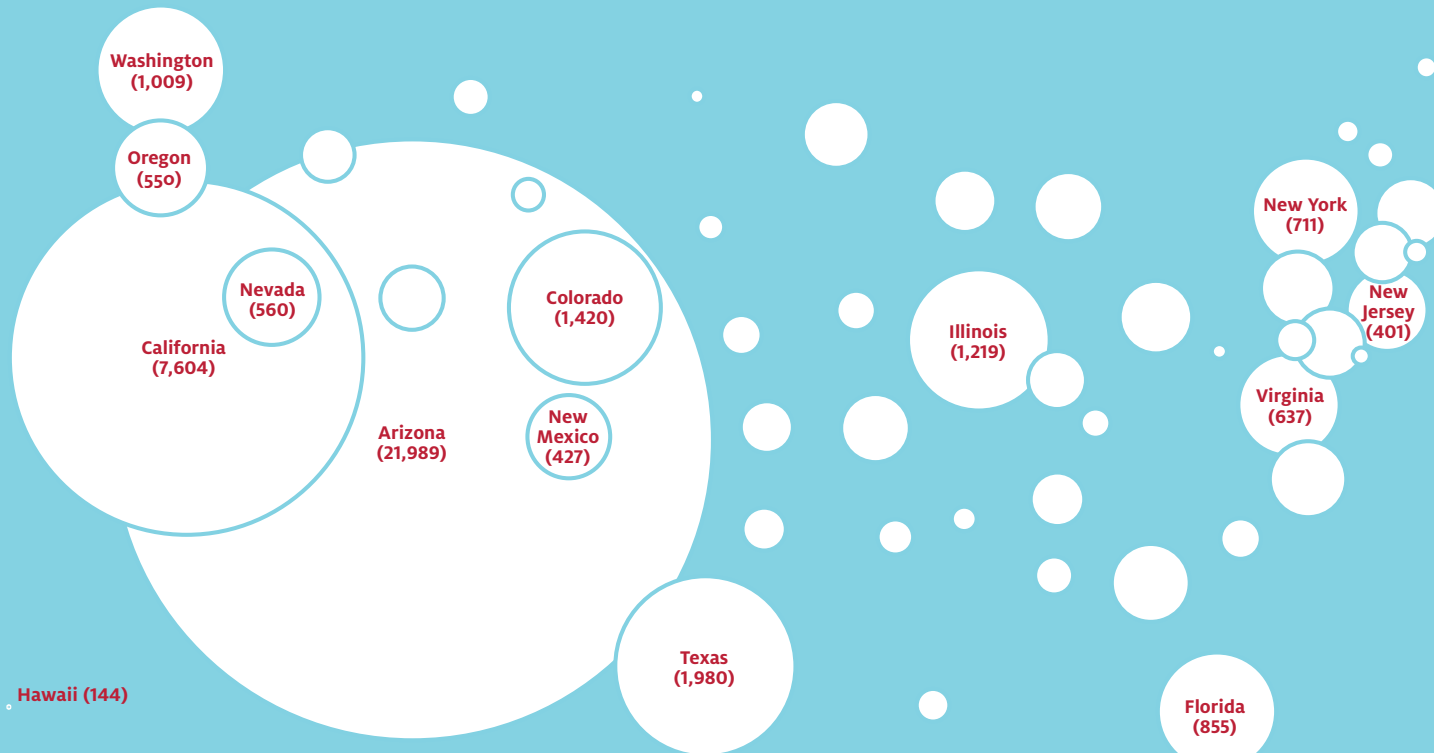
Progress Report

THE UNIVERSITY OF ARIZONA | ELLER COLLEGE OF MANAGEMENT **SPRING 2016**

BY THE NUMBERS

ELLER ALUMNI BY STATE

Alaska (69)



TOTAL CURRENT
ELLER ALUMNI
OF RECORD

50,176

TOTAL
UNDERGRADUATE
ALUMNI OF RECORD

40,487

TOTAL MBA AND
MASTER'S ALUMNI
OF RECORD

9,138

TOTAL PH.D.
ALUMNI OF RECORD

551

Special thanks to Alan Hoogasian with the Eller Economic and Business Research Center for this data visualization.

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On the cover: Construction on the Karl & Stevie Eller Professional Development Center began December 18. L-R: Corene Roads, dean Paulo Goes, vice dean Lisa Ordóñez, outgoing dean Jeff Schatzberg, associate dean Pam Perry, and Brad Lloyd, vice president of Lloyd Construction Co. Photo by **Thomas Veneklasen**.

Get in touch: Email comments, questions, or feedback to progress@eller.arizona.edu.

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CHRIS RICHARDS PHOTO

DEAR ALUMNI AND FRIENDS,

After eight years of heading up the Eller College MIS department, I am pleased to write you from my new role, that of dean. I am excited to take on this challenge and look forward to meeting you in the months ahead.

Like many of our students and alumni, I knew right away when I arrived at the University of Arizona that I had found the place where I belong. There is something special about our campus and the city of Tucson. At Eller, I have seen again and again a

combination of elements—what I have been calling the three P’s—that make us distinct. First is our people—our faculty, staff, students, and alumni are second to none. Second is our principles, the shared values of integrity and innovation that bind us together in a common culture. And finally, our potential. When we bring together talented people and set them on a path to achieve, what we can do together is boundless.

I have been talking with many stakeholders since my appointment was announced in December, and will continue to listen as we work to crystallize a new vision that will take us to new heights. I look forward to sharing that vision with you in the coming months and am proud to share with you right away the college’s latest news.

As you will see, our researchers are conducting influential work, our campaign fundraising is yielding transformational benefits to students, and, as always, our alumni are the best ambassadors of the Eller College. They are entrepreneurs, invested community members, and capable leaders. We are proud of their accomplishments.

Sincerely,

Paulo B. Goes
Dean and Halle Chair in Leadership

▲ ▲ ▲

**Our alumni
are the best
ambassadors
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They are
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capable leaders.**

▼ ▼ ▼

Eller welcomes a new dean

Promoting excellence from within

Paulo Goes, who served as head of the top-ranked MIS department for the past seven years, was named dean of the Eller College in December. The announcement came at the end of a yearlong national search.

"I am absolutely thrilled that Paulo Goes will be the next leader of the Eller College of Management," said Ann Weaver Hart, president of the UA. "Dr. Goes is a wonderful scholar and his leadership of the department of MIS has helped build it into an international powerhouse. As a leader and as a faculty member, he is deeply attuned to the needs of business, and his unique perspective will see the Eller College achieve new heights of excellence and impact."

"Paulo has demonstrated considerable skill as a thoughtful and effective leader and is widely respected for his collaborative leadership style," said Andrew Comrie, senior vice president for academic affairs and provost of the UA. "He is also a big-picture thinker who has developed many creative relationships to grow successful programs. In short, Paulo has excelled in his career to this point, and it is clear that he is going to lead the Eller College into an exciting and outstanding future."

Goes will succeed Jeff Schatzberg, Lou Myers Professor of Accounting, who has served the Eller College as dean since January 2015, when then-dean Len Jessup accepted the presidency of the University of Nevada, Las Vegas.

"I extend special thanks to Jeff, who has done a phenomenal job as interim dean this past year," Comrie said. "Thanks are also due to Marc Miller, dean of the College of Law, who headed up the search, as well as the faculty, alumni, staff and students who served on the excellent committee that helped bring this search to the best possible conclusion."



CHRIS RICHARDS PHOTO

Paving the road ahead:

"We need to define and preserve our identity, to tease out those themes that will drive our strategy going forward. We are subject to the same forces that are shaping business today—technology, globalization, the internet of things—and can't move forward using mid-20th century assumptions. I am talking with and listening to our stakeholders and am excited about bringing us together under a common vision."

The Eller identity:

"Historically, we've been at the forefront of a few disciplines: the work that Vernon Smith conducted in experimental economics; the first curriculum in my discipline, MIS was developed here; and we have one of the first centers of entrepreneurship in the country. That spirit of innovation is still here. We are still on the forefront of knowledge."



ABOUT

Paulo Goes

- ◀◀◀ Paulo Goes was born in Brazil and immigrated to the U.S. for his doctoral program in information systems and operations management.
- ◀◀◀ He and his wife have two children, a 19-year-old son (and current Wildcat) and an 11-year-old daughter.
- ◀◀◀ Goes began his career in civil engineering, working on major government-funded construction sites.
- ◀◀◀ He plays guitar—mostly Brazilian songs—but doesn't have as much time for it as he'd like.
- ◀◀◀ An avid reader, Goes mainly reads fiction on his Kindle. "I enjoy magical realism, which is a popular genre in Latin America," he said, pointing out that some Indian literature contains similar elements. Some favorite authors include Gabriel García Márquez and Amitav Ghosh.

RESEARCH EXPERTISE

- ▶ Electronic markets ▶ Database and datawarehousing technology and systems
- ▶ Information technology evaluation ▶ Online communities and platforms for collective intelligence

“If non-food rewards, even small and uncertain ones, can be just as engaging at a neurochemical level, then restaurants can potentially motivate healthier choices without jeopardizing sales, and consumers have more paths to avoid overeating.” – Martin Reimann

when less (plus) is more



MARTIN REIMANN PHOTO

▲ Martin Reimann

It's no shocker that McDonald's wins in global fast food sales, but you might be surprised to learn it's also the world's largest toy distributor, supplying more than 1.5 billion playthings annually via the iconic Happy Meal. Fat- and salt-laden calories aside, Happy Meals enchant kids, and as a result, one in ten dollars spent at McDonald's go to smaller-portion foods. Could the same principle

be leveled at America's obesity crisis? That is, beyond the Happy Meal, would people opt for less if food were paired with some non-ingestible bonus? Martin Reimann, assistant professor of marketing, recently showed that they would.

In a series of seven experiments, Reimann and co-investigators Antoine Bechara and Deborah MacInnis of the University of Southern California demonstrated repeatedly not only kids but also adults will often pass on larger portions when given the choice of a smaller portion paired with some very modest non-food bonus. In fact, just the possibility of getting a "prize" incentivized people to forego larger portions.

In one experiment, 78 percent of sixth-graders passed up a full sandwich when given the option to take a half sandwich plus a pair of dollar-store earbuds. In another, university staff and students were significantly more likely to choose half-portion lunches when they were paired with the mere chance of winning a \$100 gift card or 10,000 frequent flier miles.

“Overconsumption makes people unhealthy and unhappy,” he said, “Yet trying to regulate consumption by law threatens people's sense of freedom to choose. If non-food rewards, even small and uncertain ones, can be just as engaging at a neurochemical level, then restaurants can potentially motivate healthier choices without jeopardizing sales, and consumers have more paths to avoid overeating. In general, these studies open up a whole new matrix of ways we might begin to change unhealthy food cultures and behaviors.”

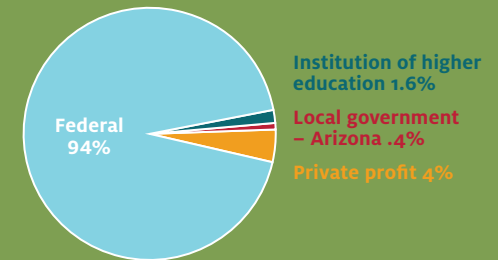
“Leveraging the Happy Meal Effect: Substituting Food with Modest Nonfood Incentives Decreases Portion Size Choice,” appeared this year in *Journal of Experimental Psychology: Applied*; “Can Smaller Meals Make You Happy? Behavioral, Neurophysiological, and Psychological Insights Into Motivating Smaller Portion Choice,” is forthcoming in the *Journal of the Association for Consumer Research*.
– by Eric Van Meter

BY THE NUMBERS

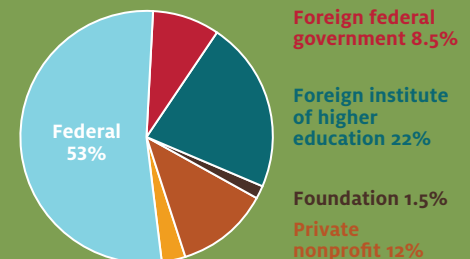
RESEARCH GRANTS AT THE ELLER COLLEGE

FY15 **\$3.5M** FY16 YTD **\$2.2M**

RESEARCH GRANTS BY SPONSOR TYPE

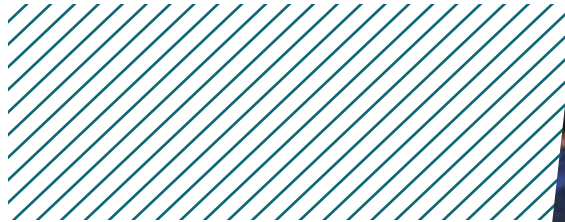


FY15



FY16 YTD

“Although equity crowdfunding has a lot of potential to provide better access to capital, it’s not clear whether it can become a long-term solution to the financial challenge of women entrepreneurs.” – Mingfeng Lin



can the crowd help entrepreneurial women close the funding gap?



THOMAS VENEKLASEN PHOTO

▲ Mingfeng Lin

When trying to raise startup capital, women entrepreneurs face more challenges than men, even though research shows that women founders are more likely to be successful. Now that the SEC has formalized its policies around equity crowdfunding, women entrepreneurs have a new funding source to test.

What equity crowdfunding can tell us about the interplay between gender and raising capital is the subject of a new research project by assistant professor of MIS Mingfeng Lin, funded by the Kauffman Foundation.

“We will be looking at whether equity crowdfunding expands access to capital for women entrepreneurs, whether women entrepreneurs funded by the crowd are more likely to be successful, and whether there is systematic difference in investment behavior between female investors and male investors, especially in their decision to back women entrepreneurs,” he said.

Women, he pointed out, are more successful at crowdfunding through platforms such as Kickstarter.

“But that kind of reward-based crowdfunding campaign is typically designed around a one-off project,” said Lin. “Businesses require sustainable sources of funds. Although equity crowdfunding has a lot of potential to provide better access to capital, it’s not clear whether it can become a long-term solution to the financial challenge of women entrepreneurs.”

While equity crowdfunding is great news for businesses, he pointed out that it is still a novelty for investors.

“It’s essentially a mini IPO in that it gives away shares or equity in a startup,” Lin explained. “There’s typically a high threshold for retail investors investing in a traditional IPO—it’s for high net worth individuals.”

An IPO requires extensive disclosures that many investors on the crowdfunding scale would lack the knowledge to interpret. Equity crowdfunding lowers the disclosure bar for businesses, but the onus is still on the investor to properly screen investment opportunities.

The companies investors choose to back—coupled with the rich data in the disclosures—offer the opportunity to reveal market dynamics that have been invisible until now.



SHUTTERSTOCK PHOTO

➤ greater knowledge and influence

Your support of faculty at the Eller College helps them conduct research at the highest level. Named professorships and chairs provide additional funding for subscriptions to data sets, attendance at influential academic conferences, and graduate assistants who are preparing to launch their own careers. For more details, contact Leslie Deslis at ldeslis@email.arizona.edu.



SHUTTERSTOCK PHOTO

the politics of investing

A growing body of finance research demonstrates a connection between the characteristics that make up an individual investor’s political ideology and his or her investment decisions. Current wisdom suggests that more sophisticated investors are less likely to be swayed by personal ideology, but a new working paper demonstrates results to the contrary.

“Hedge Fund Politics and Portfolios,” co-authored by Eller doctoral student Luke DeVault and finance department head Rick Sias, finds statistically significant differences in how hedge funds that are strongly conservative or liberal—defined by political contributions—invest.

“We don’t claim that political orientation is the source of causality,” said DeVault. “It’s just the instrument we use to identify the nature of hedge fund managers’ psychological characteristics.” Over 60 years of psychology and political science research demonstrates that political ideology is strongly related to psychological characteristics—for example, conservatives have a higher need for order, structure, and closure relative to liberals, and liberals demonstrate comparatively more tolerance for ambiguity and uncertainty.

The researchers hypothesize that it is these unobservable psychological characteristics that drive the relation between hedge funds’ observable political orientation and their attitudes toward financial risk-taking.

“There is no political belief or political value associated with the characteristics we examine,” Sias pointed out.

“Our results provide the first evidence that the influence of psychological characteristics on investors’ decisions runs to the very top of the finance sophistication ladder.” – Rick Sias

“For instance, there is no political belief that would cause a liberal hedge fund to hold more non-dividend paying stocks or exhibit a greater willingness to enter new securities and exit existing positions relative to a politically conservative hedge fund.”

Sias and DeVault looked at close to 500 hedge funds over the ten year period 2000-2012, comparing their political donations and investment strategies. “We find that politically conservative hedge funds tend to hold more apolitically conservative portfolios,” DeVault said. In contrast, politically liberal hedge funds exhibit greater exposure to smaller stocks, less mature companies, more volatile stocks, unprofitable companies, non-dividend paying stocks, and lottery-type stocks relative to their politically conservative counterparts.

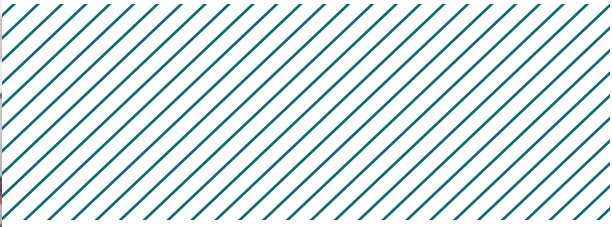
“Regardless of how we frame the tests, we find evidence that hedge funds’ political conservatism is related to the apolitical conservativeness of their security selection and portfolio decisions,” Sias said. “Our results provide the first evidence that the influence of psychological characteristics on investors’ decisions runs to the very top of the finance sophistication ladder.”



THOMAS VENKLASEN PHOTO

▲ Rick Sias

ELLER COLLEGE PHOTO



“We looked at motivations starting at the fall semester’s career fair, which is often the beginning of the job search for college job seekers.” – Allison Gabriel



collegiate job seekers and the ticking clock

Although a college senior’s job hunt may start as fun and games, it’s external pressure and consequences that drive the search over the finish line, according to a new study co-authored by Serge da Motta Veiga of the American University Kogod School of Business and Allison Gabriel of the University of Arizona Eller College of Management.

Their study, published in the *Journal of Applied Psychology*, is the first to examine the dynamics between different forms of motivation and the effort job seekers invest during the job search process.

“Job seekers need to stay motivated to secure a job,” da Motta Veiga said. “Past research has taken a static approach to examining motivation during the job search, and ignored how the quality of one’s motivation—ranging from autonomous to controlled—can influence the job search process as time elapses.”

“Autonomous motivation is intrinsic to the person,” Gabriel said. “These people look at the job search as a fun challenge, an opportunity to find work that’s congruent with their personal values—something interesting and enjoyable.” On the flip side is controlled motivation. “These are extrinsic factors, job seeking due to external pressures such as having bills to pay, or fending off a parent’s expectations.”

Both types of motivations play a role in job seekers’ metacognitive strategies—how they set and revise personal goals, develop job search plans, monitor and analyze the job search process, and improve their skills related to

finding a job—and also how much effort they put forth during the job search.

The researchers used weekly surveys to measure how the motivation of college job seekers changed over time.

“College students start looking for jobs at similar times and go through parallel stages of their respective searches,” Gabriel said. “We looked at motivations starting at the fall semester’s career fair, which is often the beginning of the job search for college job seekers.”

They found that autonomous motivation tended to yield benefits across the entire job search, leading to better strategizing and more effort being put forth by job seekers. However, they also found that the levels of autonomous motivation declined over time, suggesting that other types of motivation may be at play.

“As time elapsed and the goal of securing a job became more critical, controlled motivation became beneficial for job search processes,” da Motta Veiga said. In other words, it is the ticking clock, parental expectations, and a stack of bills that spurs students to put in the effort to get through the finish line and secure that first job.



THOMAS VENKLAZEN PHOTO

▲ Allison Gabriel

building excitement from within the college



THOMAS VENEKLASEN PHOTO

L-R: Corene Roads, Paulo Goes, Lisa Ordóñez, Paul Pena, Brad Lloyd, Jeff Schatzberg, Pam Perry, and Champ review plans as construction gets underway. At right: Pam Perry and Paul Pena discuss connecting student bloggers with the construction team.

The Karl and Stevie Eller Professional Development Center (PDC) will open its doors to undergraduate students in August 2016. The \$5 million, 13,000 square foot addition to McClelland Hall will occupy two floors of the building, and its glass-clad exterior walls will highlight the important work going on within.

“This project really started with a student-approved fee that expanded our professional development services to include career coaches and courses in career exploration,” said Pam Perry, associate dean of the Eller undergraduate program. “Now these activities will have a dedicated home, which will also include student collaboration space and interview rooms so recruiters can meet students here at Eller instead of across campus.”

Close to 200 students, alumni, donors, faculty, and staff gathered on Homecoming Weekend to celebrate the launch of construction on PDC. Eller Student Council president Hayley Schwartz was among those who presented. “The PDC is such an integral part of the Eller experience,” she said. “Many Eller students obtain their dream jobs and internships and they have the PDC career coaches and staff to thank. As students we directly benefit from all of the hard work the staff puts in.”

Eller Student Council also raised funds to name a team room in the space. “As the Eller Student Council, we believe it is essential to continue to support the students of the college, and the best way to do that is by helping to fund the professional experience,” said Schwartz. “The seniors who graduated worked incredibly hard to help raise this money, and I know it is important to them to pay it forward and help other students have those benefits as well.”

Then-dean Jeff Schatzberg was quick to point out that the project is the result of great collaboration. “Our alumni, students, faculty, and administrators have all come together around a common vision that serves the UA’s goal of 100 percent engagement,” he said. “We are so grateful for the financial commitment and energy our community has put behind the Eller PDC.”

100%



The Karl & Stevie Eller Professional Development Center is a completely donor-funded project. Scan the code to watch a video about the space and those who have supported it.



YVETTE ANCHONDO-LEYVA PHOTO

Follow the excitement

Scan the code to see what Eller students are blogging about the PDC build.



THOMAS VENEKLASEN PHOTO



ARIZONA
ELLER

OF THE KARL AND STEVIE ELLER
DEVELOPMENT CENTER

THOMAS VENKLAŠEN PHOTO

Financial Markets Center



campaign impact: a greater learning environment

Finance students have a new home base in McClelland Hall, thanks to a gift from alumnus Greg Vaughan (Finance '78), managing director with Morgan Stanley's Private Wealth Management division.

"The Financial Markets Center (FMC) has been a tremendous asset for our students," said Rick Sias, head of the department of finance. "All Eller finance students have access to the lab and the five Bloomberg terminals located inside. They use the facility constantly—for their research, for group meetings, for class projects. Prior to the development of the lab, our Bloomberg terminals were tucked in a corner of the MIS lab."

The FMC is housed on the busy first floor of McClelland Hall. Its stock ticker is visible to students, faculty, and staff passing through the halls. "The prominent location really shows our community that finance and investments are something we do well here at Eller," said Jeff Welter, finance career coach.

"The FMC is a room where we can quietly study while still being placed in the heart of Eller," said Alexandra Fiandaca (Finance '17). "Nearly every day my peers and I study in this room or use the terminals to read up on markets. The wall monitor that shows indices and data is also very beneficial as a quick way to keep up-to-date with world markets."

"The FMC creates a collaborative environment where I have been able to develop as student," said Alfonso Aceves (Finance '16). "Many of our projects require in-depth research and the Bloomberg terminals allow us to quickly access a plethora of information. The FMC is also a great place to mentor pre-business students who are interested in finance because the room exposes them to information on the markets through the information monitor."

Fiandaca used the space to prep for her internship this summer with Goldman Sachs securities division in New York. "I would never have been able to research and prepare for my internship to the extent that I did without it," she said.

"The more experience students have with the markets, the better off they'll be when they are preparing for internships and jobs," said Vaughan. "The whole point is helping them launch great careers."

"Greg wanted to provide a gift that would have both an immediate and lasting impact on our students," Sias said. "The lab has been exactly that, and we can't thank him enough."

TIM FULLER PHOTO

greater learning environment

The Eller College is a second home for business students at the UA, and improvements to McClelland Hall give them access to better classroom technology, more space for collaboration, and pride in the knowledge that the Eller experience is second to none. Connect with Leslie Deslis at ldeslis@email.arizona.edu to out how you can contribute resources to make Eller's learning environment even greater.

TIM FULLER PHOTO





The Campaign for
The University of Arizona

campaign commitments

FY 2014

 \$595,000

 \$1,961,873

FY 2015

 \$1,489,166


 \$9,482,862

FY 2016

as of 3/13/16

 \$266,672

 \$2,053,809

 **Planned Gifts**
including estate gifts, annuities,
retirement plans, etc.

 **Pledges**
gift commitments

ELLER CAMPAIGN GOAL: **\$65M**

campaign priorities

LEARNING ENVIRONMENT
\$5,575,653

SCHOLARSHIPS
\$6,672,238

ACADEMIC PROGRAMS
\$12,611,201

FACULTY
\$30,880,843

TOTAL
\$55,739,937*

* Reflects qualified gifts from July 1, 2006-January 31, 2016.

Eller College sources & uses of funds



All numbers in thousands

SOURCES OF FUNDS	FY11	FY12	FY13	FY14	FY15
University Allocation	24,100	25,000	26,000	28,900	30,810
Differential Tuition, Fees, Summer Session	12,700	13,000	14,100	18,400	19,590
Grants/Projects/Auxiliary	6,900	6,000	6,000	5,600	4,610
Private/External Funding	5,000	4,000	4,500	4,300	5,640
Endowment Payout	2,100	–	2,000	2,200	2,260
Executive Education	–	–	–	1,300	790
Use of Reserves	–	1,000	2,200	–	–
Total	\$50,800	\$49,000	\$54,800	\$60,700	\$63,700

USES OF FUNDS	FY11	FY12	FY13	FY14	FY15
Academic Departments	35,900	33,000	36,400	39,686	39,330
Program Support	5,200	7,000	8,200	5,011	10,380
Research Units	4,500	5,000	5,400	4,240	2,720
Administration	3,200	4,000	4,200	4,200	5,220
Endowment Principal	2,000	–	600	1,020	1,990
Executive Education	–	–	–	845	820
Administrative fees	–	–	–	1,655	2,290
Increase in Reserves	–	–	–	4,030	950
Total	\$50,800	\$49,000	\$54,800	\$60,700	\$63,700

THANK YOU!

to all those who have contributed to the Eller College during Arizona NOW: The Campaign for the University of Arizona. We recognize our supporters annually in the fall issue of *Progress* magazine. If you have questions about recognition, please contact Leslie Deslis at ldeslis@email.arizona.edu.

BY THE NUMBERS

undergraduate program

PRE-BUSINESS FRESHMEN FALL 2015

Total students	1,577
Non-resident	64%
Under-represented	34%
SAT	1067
ACT	29
Honors	6%
International	6%

PROFESSIONALLY ADMITTED STUDENTS* FALL 2015

Total students	1,633
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INCOMING COHORT FALL 2015

Avg. GPA at Professional Admission	3.51
Cumulative	3.41
Foundation	3.41
Non-resident	46%
Under-represented	38%
International	7%
Honors	86
Transfer students	29

Over 13,000
ADVISING APPOINTMENTS PER YEAR

*Students must be professionally admitted into the college to begin upper division coursework.

2015 UNDERGRAD

CAREER OUTCOMES

85%
successful career outcomes
at 90 days after graduation
(▲ **4%** year-to-year)

AVERAGE SALARY

\$51,395
up ▲ year-to-year

90%
with at least one
internship during college

TOP RECRUITERS ACROSS MAJORS

Ernst & Young
Goldman Sachs
Honeywell
General Mills
Macy's

2015 MBA

CAREER OUTCOMES

84.6%

career outcomes
at 90 days after
graduation

AVERAGE SALARY

\$78,009

base salary & **\$22,857**
signing bonus at 90 days

100%

reporting internships

TOP RECRUITERS FOR 2015

Microsoft

Nationwide Insurance

Vantage West Credit Union

PricewaterhouseCoopers

Intel

graduate programs

FULL-TIME MBA

	CLASS OF 2016	CLASS OF 2017
Class size	40	41
Average GPA	3.43	3.40
Average GMAT	646	653
Average work experience	3.5 yrs	3 yrs

EXECUTIVE MBA

	CLASS OF 2015	CLASS OF 2016
Class size	41	42
Average GPA	3.20	3.29
Average work experience	12.7 yrs	12.5 yrs
Average age	41	38
Military	4	8

EVENING MBA

	CLASS OF 2016	CLASS OF 2017
Class size	99	99
Average GPA	3.36	3.34
Average GMAT	521	539
Average work experience	6.8 yrs	6.2 yrs
Military	7	9

ONLINE MBA

	CURRENTLY ENROLLED
Class size	152
Average GPA	3.44
Average GMAT	586
Average work experience	8.2 yrs
Military	39

ELLER COLLEGE PHOTO



DOCTORAL PROGRAMS	STUDENTS IN RESIDENCE
Accounting	14
Economics	54
Finance	13
Management Information Systems	30
Management & Organizations	7
Marketing	11

PROFESSIONAL MASTER'S PROGRAMS	STUDENTS IN RESIDENCE
Master of Accounting	58
Master of Science Accounting	41
Finance	34
Management Information Systems	81
Management Information Systems – Online	90
Marketing	12

Taking a chance on his own

When Peter Salter came to the UA from northeast Nebraska, he wasn't sure what he wanted to do professionally. "It was when I got out of school and started working in business, sales, and marketing that I found myself," he said.



PETER SALTER PHOTO

Peter Salter

*UA History '65
Founder, Salter Labs*

Though his family wanted him to look at colleges in the Midwest and east coast, a family friend had attended UA on the GI Bill, and Salter was inspired to come to Arizona. "I was a history major, of all things," he said. He minored in public administration, and would have explored interests in math, physics, and business more thoroughly, but he said, "I had so many units in history already, and I needed to get out and go to work."

He joined a couple of UA graduates who had a small medical manufacturing company in California. "I started in sales, and was sent to Chicago to open up that market." He progressed through the company, ultimately working as a product manager in charge of R&D and marketing. "I had some ideas and had trouble getting them through R&D," he said. "So I went out on my own."

He applied his earlier interests in physics, math, and business toward the inventions he developed in his own medical devices company—Salter Labs—which had significant success with many of its 30+ patents and grew to a global firm under his leadership. Though he hadn't seen himself as an entrepreneur when he was young—his father was a medical doctor and one of his grandfathers opened the first hospital in his region—Salter concedes that perhaps this family history played a role in his story. "I just had these ideas as I was moving along, and my former company wasn't willing to take a chance on them," he said.

Though a few UA friends kept him engaged through golf tournaments and other events, Salter said he wasn't deeply connected to the UA during the growth phase of his company. "Then about eleven years ago, I got involved with the Eller National Board of Advisors and the UA Foundation," he said. He was recognized for his achievements as the Alumnus of the Year, and was conferred an honorary doctorate at commencement in 2015.

"Because I did not go to the business school as I should have, I had to learn through the school of hard knocks," Salter said. "I want to help others find that path sooner and make the business school attractive to students." He has contributed to the McGuire Center for Entrepreneurship, for which he has also judged the annual new venture competition and spoken to classes.

He has also supported the MIS department at the Eller College—"I'm very impressed with Dean Goes's work in that department," he said—and also made key contributions to the college's development of programs in health care. "When the economy went sour in 2009, health care was still wide open for employment," he explained. Salter has also invested in the UA College of Engineering and the College of Pharmacy, both of which tie to his professional interests in medical innovation.

"It's important for these areas to all communicate with each other," he said. "The combination of skills in business and engineering in particular are very strong."

"Because I did not go to the business school as I should have, I had to learn through the school of hard knocks. I want to help others find that path sooner and make the business school attractive to students."

Becoming a good ancestor

“I’m a Tucson boy,” said Charlie Everett. “My mom moved our family here from Minnesota when I was 11.”

The UA was a natural for Everett, who not only wanted to stay near his close-knit family and was reluctant to venture back to snowy winters, but also wanted to take advantage of the university’s excellence in engineering. He started in engineering mathematics, but moved into systems engineering.

After graduating with his bachelor’s degree, Everett knew he’d be returning to the UA for grad school. “Within a year of entering the professional world full-time, I started the MBA program,” he said. By then, he was working for Raytheon and saw a need to round out his competencies. “I knew that adding business acumen to my skillset would form a well-rounded perspective for my work,” he said.

In his current role, he is responsible for all of the IT computing environments and infrastructure for Raytheon Missile Systems.

“Ever since I graduated, I’ve tried to find ways to stay linked to Eller,” he said. “My real goal in life is to be a good ancestor.” For Everett, that means helping those within his sphere of influence and paving the way to make the road easier for those coming behind. At the Eller College, he has judged case competitions, served on career panels, attended networking events, and participated in mock interviews. “The MBA team seems to think that what I’m contributing is helping,” he said, and they do—the program nominated him for the UA Alumni Young Professional Achievement Award, which he was awarded in 2014.

“When I became a team leader and saw how I was directly influencing others, I began to turn my focus from being selfish to selfless,” he said. “My mom raised me to think that way. What really resonates with me is removing barriers on others’ life journeys.”

It’s a philosophy that has spurred him to become involved with Big Brothers Big Sisters of Tucson. “I’ve always thought about how to give back to people who are in the situation I was in growing up,” he said. “I was a latchkey kid—my mom was working multiple jobs to support our family. I would have been considered at-risk.” His mother got their family involved with Big Brothers Big Sisters, and the relationships he and his sister developed through the program persist today.

“Our family benefitted from the agency first hand,” he said. “When I had the opportunity to join the board, I jumped on it. It’s a way for me to help more holistically.”

Everett also serves on the board of Greater Tucson Leadership, which is dedicated to identifying and strengthening leaders in Tucson. “I really believe in this program,” he said. “I participated in the annual class, which helps leaders understand all the different and interconnected challenges that Tucson faces such as government, economic development, health care, and education. When you understand all the variables better and put your energy behind it, it is possible to make a real impact.”



Charlie Everett

*Eller MBA ‘02
Director, Program Execution and Business
Work Environments – Information Technology
with Raytheon Missile Systems*

Keeping Eller Wildcat pride alive

Meagan Yannitelli grew up in Phoenix, and focused her college search on in-state schools. “I was all set to come to the UA, but at the last minute, I switched to ASU.” A couple months in, she realized it was a mistake. “I was down at the UA every weekend,” she said. “I felt much more of a sense of community at the UA.”



MEAGAN YANNITELLI PHOTO

Meagan Yannitelli

Eller BSBA Accounting '07
Manager, PricewaterhouseCoopers

Business was always her plan. “I wanted to be a part of corporate America and work with intelligent, driven people,” she said. Before college, she’d envisioned herself in marketing or management, but she started rethinking that direction. “With an accounting degree, you could go into marketing or management, but you couldn’t do the reverse.” The accounting program also had a reputation for being tough. “As a Type A career person, I was going to do the hardest thing I could and excel at it.”

Yannitelli completed both the undergraduate and master’s in accounting programs and joined PricewaterhouseCoopers. “I spent five years in the Phoenix office, then transferred to Denver,” she said. All along, she stayed connected to Eller. “I have tons of pride in Eller and the accounting program,” she said. “I’ve only missed one homecoming since graduation.” Much of her engagement is around recruiting activities, including heading up the PwC case competition, participating in Meet the Firms, and engaging with Beta Alpha Psi and the Chain Gang junior honorary.

She is also active as an advisor for a social fraternity at University of Colorado – Boulder. “It’s hard to be at another school,” she said with a laugh, “but it’s great to get involved. We are helping put together a session on managing social media presence, helping the students understand how their posts can influence how people like hiring managers perceive them.”

Eight years in to her career, Yannitelli said that she still hears occasionally that she doesn’t seem like an accountant. “Accountants get a bad rap,” she said. “When I was in school, I didn’t realize how much of a teaming environment the working world is. I sit in a room with 20 people, I talked to people in four different countries today. I’m a really social person, and this role is not about working by yourself preparing taxes.”

Yannitelli has also been active in giving back to Eller financially, maximizing her giving through PwC’s matching gifts program, and encouraging her colleagues to do the same. “People forget how important the school is to preparing you for work,” she said. “My teachers were phenomenal, and many served as mentors to me. They helped make me who I am today.”

“When I was in school, I didn’t realize how much of a teaming environment the working world is. I sit in a room with 20 people, I talked to people in four different countries today. I’m a really social person, and this role is not about working by yourself preparing taxes.”

Connecting innovators

Growing up in Tucson, Arteen Arabshahi said he spent most of his life wanting to be a surgeon. “I started in premed and biology at Santa Clara University,” he said. “But I’d always been interested in entrepreneurship too, and I decided I didn’t need the biology major.” He hit a roadblock when he tried to add a business minor, so he submitted a transfer application to the UA and was back in Tucson for classes in January.

By that time, he was having doubts about medicine. “I didn’t want to wait until I was 35 to start my job,” he said. Finance and entrepreneurship seemed most aligned with his interests. “It was a good mix of technical skills and it felt like the right thing,” he said, “but what I realized after dropping pre-med was that there’s a very clear career path and structure for physicians. In business, you can try hard, but it’s not clear you’ll be successful.” The moment he dropped pre-med, he felt all the answers change on him.

“The summer after my sophomore year, I had an internship opportunity in investment banking in New York. As a finance major, it seemed like the right thing to do.” But he found quickly that it was not the right culture for

him. “So I checked that box early and moved on,” he said. “I was finding that a lot of my interests weren’t aligned with my friends.” He cold emailed 150 people and Excelebrate Labs out of Chicago followed up with him. “That was when everything clicked,” he said.

His internship with the intensive startup accelerator was transformational. “These were smart, motivated, compassionate people,” he said. “They were working on tech startups and trying to change the world. It made me realize what I wanted to do.”

He didn’t waste any time. “The joke is that I graduated in ’13, but I started working in ’11,” he said. He spearheaded the launch of Built In LA, an online community for digital entrepreneurs, then joined Karlin Ventures as the second member of the team. “We are a venture capital firm focusing on enterprise software and marketplaces,” he said. “We have 42 investments in L.A. and the Bay Area. We’ve had six companies acquired in the last three years, and the rest are growing.” In addition to working with the firm’s companies and doing due diligence on investment opportunities, he works to facilitate connections in the community. Last year, he launched Karlin Fellows, a peer-to-peer fellowship program filling the void of mentorship for LA’s rising tech leaders.

Arabshahi’s investment in network building and connectivity is paying off: “Last year, I did my first deal, and I’ve sourced eight of 40 other deals,” he said. Others are noticing: Forbes named him to its “30 Under 30” list of venture capitalists.

“I think tech is the industry I’ll be in forever,” he said. “What’s more fluid is which side of the table I’ll play on. I’d love to go back to the operating side someday, but I can see myself returning the investing side, too. I don’t identify as one or the other.”



ARTEEN ARABSHAHI PHOTO

Arteen Arabshahi

*Eller BSBA Finance and Entrepreneurship '13
Senior Associate, Karlin Ventures*

make the match

You can double or even triple your giving through corporate matching gifts programs. Find out more through your corporate HR office, or contact Leslie Deslis at ldeslis@email.arizona.edu.

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save the date

APRIL

APR
8

2016 University of Arizona
Executive of the Year:



FEDEx PHOTO

Frederick W. Smith,
Chairman, CEO, & Founder
of FedEx Corporation

FRIDAY, APRIL 8, 2016
12:00 P.M. AT THE WESTIN
LA PALOMA, TUCSON

Established in 1983 by the Eller College National Board of Advisors, the Executive of the Year Award honors individuals who exemplify executive qualities in private enterprise and public service. This year's honoree brings his quintessentially American story of entrepreneurial success to an audience of undergraduate and graduate students

who comprise the next generation of Eller innovators.

Register at www.eller.arizona.edu/eoy

MAY

MAY
13

Undergraduate Convocation
– Class of 2016

FRIDAY, MAY 13, 2016
2:00 P.M. AT MCKALE MEMORIAL CENTER

MAY
15

Graduate Convocation – Class of 2016

SUNDAY, MAY 15, 2016
9:00 A.M. AT CENTENNIAL HALL

JUNE

JUN
1

Breakfast with the Economists

WEDNESDAY, JUNE 1, 2016
REGISTRATION BEGINS AT 7:15 A.M. AT
THE WESTIN LA PALOMA, TUCSON

Join Eller economist George Hammond, director of the Economic and Business Research Center for an annual update of our regional economy. Registration at www.eller.arizona.edu/outlook

OCTOBER

OCT
27-29

Homecoming 2016

OCTOBER 27-29, 2016

Save the date for this fall's homecoming activities!





1. This spring, leadership from DP World signed an agreement with Eller Executive Education for a series of customized programs delivered in Tucson, Dubai, and Silicon Valley. Pictured, L-R: Stephen Gilliland (associate dean, Eller Executive Education), Jeff Schatzberg (dean, Eller College of Management), Ann Weaver Hart (president, University of Arizona), Mohammed Sharaf (CEO, Dubai Ports World), and Mohammed Al Muallem (Senior Vice President & Managing Director, UAE Region, Dubai Ports World).

2. In January, Eller marketing senior Hayley Schwartz led a team of Eller students hired by Mirrored Media to promote the premier of the Syfy Channel show *The Magicians*. The students wowed their client. "The night ended up a huge success," said Trevor David of Mirrored Media. "We absolutely intend to take on interns from UA after this, in addition to hiring Hayley and others from the team for upcoming projects."

The Eller community gathered to celebrate the beginning of construction on the Karl and Stevie Eller Professional Development Center.

3. Teresa Briggs and Ann Weaver Hart. 4. Jeff Schatzberg. 5. Stephanie Weinshel, Nancy and Peter Salter, and JP Rozniak. 6. Eller Student Council. 7. Pete Corrigan, Pam Perry, Fred Boice.

ELLER HIGHLIGHTS





THE UNIVERSITY OF ARIZONA

**Eller College
of Management**

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